



G R E S H A M
S M I T H A N D
P A R T N E R S

December 14, 2009

Leslie Goldsmith
Iowa DNR
Wallace State Office Building
502 East Ninth Street
Des Moines, IA 50319

Subject: EMS Pilot Program
Progress Report for SWAP Advisory Council
 GS&P Project No. 27518.00

Dear Ms. Goldsmith:

Gresham, Smith and Partners (GS&P) has prepared this report to update the SWAP Advisory Council on the progress made on the Environmental Management System Pilot Program through December 7, 2009.

1. Assignments from Council

- a) Council asked GS&P to obtain feedback from Pilots regarding possible funding through the Council.
 - i) Many Pilots expressed interest in Council establishing funding guidelines and schedules quickly so that Pilots can develop objectives and targets. The Pilots are reviewing their applications and Comprehensive Plans for potential objectives and targets and needed financial assistance and will bring these to the next training session at the end of January.
 - ii) The Pilots expressed interest in collective funding for greenhouse gas baseline inventory assistance and developing a legal list.

2. Pilot Progress

- a) GS&P led EMS training workshops for the Pilot Programs on November 17 and 18, 2009. All six Pilots and several Council members attended the workshops.
- b) The following assignments were made:



Ms. Leslie Goldsmith
December 7, 2009
Page 2

Task	Deliverable	Due Date
EMS Kick-off Workshop	Attendance	11/17-18/09
Conduct Gap Analysis	Completed Gap Analysis Homework	12/15/09
Designate EMR and Establish Core Team	EMR and Core Team Roster	12/15/09
Develop EMS Fenceline	Written Fenceline description	12/15/09
Develop Environmental Policy Statement	Written Policy Statement with proposed methods of communication and dates for implementation	12/31/09
Determine Objectives and Targets	Objectives and Target List	01/15/10
Quarterly Meeting	Attendance	01/26/10

- c) GS&P conducted monthly Conference Calls with three of the Pilots on December 4, 2009. The remaining Pilots are scheduled for December 18, 2009.

3. Accomplishments and Hurdles

- a) GS&P established a project website to facilitate project planning and information sharing. GS&P provided access to all project participants and began populating the site with the project schedule, EMS resources and example materials. Pilots began using the site to find resources and upload their deliverables.
- b) To date three Pilots have uploaded their homework assignments (ahead of schedule) to the project website.
- c) Pilots needing support or review from their governing Boards will need to consider the Board meeting schedules as part of the EMS development and completion of homework assignments.

4. Lessons Learned and Noteworthy Experiences

- a) While there are some EMS examples specifically for Solid Waste, there are not examples from a wide variety of organizations. Having EMS examples specifically from these six pilots will assist greatly with EMS development in Iowa.



Ms. Leslie Goldsmith
December 7, 2009
Page 3

- b) MWA's initial assignments were eased by their past EMS development experience and staff expertise.
- c) A different philosophy should be employed when developing the EMS Fenceline and the Environmental Policy.
 - i) The Fenceline is a delineation of the scope of the EMS—the area or operation around which the EMS is developed. The initial draft of the EMS Fenceline should be a simple statement of the expected scope of the EMS. The statement could be an address for the facility or a map of the geographical boundary of the EMS. Start with a draft and document additional inclusions or exclusions that arise during development of the EMS.
 - ii) Because the Environmental Policy may be adopted by an elected body, and the Environmental Policy may be distributed to staff over time, the Environmental Policy should be broad enough that it need not be changed frequently. For example, the Environmental Policy should not make specific statements of commitments to objectives and targets or reference specific environmental regulation as these may change over time.
- d) The Environmental Policy should also outline concepts required in HF 2570. This includes a commitment to continual improvement and should outline the framework for action.
- e) To develop an Environmental Policy, Pilots should review existing documents and policies which may include components as building blocks.
- f) The development of Objectives and Targets could be influenced by the scope and limits of potential funding which are in the process of being determined by Council.
- g) The Pilots may benefit from reviewing their Comprehensive Plan and/or Strategic Business Plan to align their Objectives and Targets.
- h) GS&P will revise the language in Question #6 of the Gap Analysis checklist to clarify that “legal and other requirements” relate only to the scope of the EMS. This currently includes environmental and health and safety as defined by Iowa. Pilots may choose to include other considerations at their discretion when developing the EMS list of “Legal and Other Requirements.”
- i) GS&P will provide a call-in number in advance of the conference calls for Pilots with attendees from multiple sites.

5. Problems, Schedule Impacts and Other Significant Issues

- a) None to report.



Ms. Leslie Goldsmith
December 7, 2009
Page 4

Please contact me if you have any questions regarding this report or the services described herein.

Sincerely,

A handwritten signature in black ink, reading "Laura Fiffick". The signature is fluid and cursive, with the first name "Laura" and last name "Fiffick" clearly distinguishable.

Laura Fiffick, P.G.
Project Manager

Gresham, Smith and Partners

Copy Sara Bixby—Council
 Becky Jolly – Iowa DNR
 Tom Dietrich—GS&P